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ABSTRACT

This book grew out of a course at Harvard University's Kennedy School of Government (Massachusetts) in leadership designed to give students insight and tools for working in various official and unofficial roles where leading others can become essential to effective performance. After an introduction, Part 1 presents an overview of the meaning of leadership focusing particularly on the concepts of adaptation and authority. Its three chapters address: the values inherent in effective leadership; the requirements for adapting to human challenges; and the evolution of authority in human society. Part 2 discusses principles leading with authority in four chapters on: authority relationships and organizational structures; the ability to apply power; dealing with crises in leadership; and deficiencies in leadership. Part 3 discusses leadership in the absence of any conferred authority, formal or informal, in two chapters which discuss creative decision making without authorization and strategies for dealing with stressful situations. Part 4 examines how to maintain one's position of relative safety and respect in two chapters about, first, character and physical assassination and, second, meeting personal challenges in isolation. (Contains reference notes for individual chapters.) (CK)

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